

## **Common Interests of the Parties**

The Air Force has identified the six most common areas that generate discrimination complaints; they include Disciplinary Actions, Appraisal/Evaluations, Promotions/Selection Actions, Harassment Complaints, Performance-Based Actions, and Reasonable Accommodations. Within each area, there are underlying interests commonly expressed by the complainant and management.

The charts in this appendix can assist you in identifying the potential interests of the parties in an EEO complaint. These charts are not meant to provide an exhaustive listing of all potential interests that the parties may have. However, they can assist you in identifying the underlying interests and help the parties identify possible areas that may help them resolve their dispute.

**Identifying the interests of the parties is a key factor in helping the parties reach a mutually acceptable resolution of their dispute. Success or failure to identify the correct interests at issue can mean the difference between a successful or unsuccessful mediation.**

## A. Disciplinary Actions

Possible Interests of the Complainant	Possible Interests of Management
<ul style="list-style-type: none"><li>♦ Pride/Shame/Embarrassment</li><li>♦ Loss of Money</li><li>♦ Future Adverse Career Impact</li><li>♦ Perception of Fairness/Equality</li><li>♦ Reputation</li><li>♦ Fear of Losing Job</li><li>♦ Future Relationship</li><li>♦ Vindication</li><li>♦ Benefits (Health, Life, Retirement)</li><li>♦ Saving Face</li><li>♦ Desire not to appear Weak</li><li>♦ Time</li><li>♦ Hidden Personal Agenda</li><li>♦ Dignity/Self Esteem</li><li>♦ Trust</li></ul>	<ul style="list-style-type: none"><li>♦ Need to Control Work Environment</li><li>♦ Need to Correct Behavior</li><li>♦ Impact on Morale</li><li>♦ Equality</li><li>♦ Reputation</li><li>♦ Future Relationship</li><li>♦ Retribution</li><li>♦ Saving Face</li><li>♦ Setting a Precedent</li><li>♦ Need to Minimize Workplace Disruption</li><li>♦ Desire not to appear Weak</li><li>♦ Time</li><li>♦ Desire to Minimize Hassle</li><li>♦ Desire to Comply with all Relevant Laws &amp; Regulations</li><li>♦ Desire to be a Model Employer</li><li>♦ Hidden Personal Agenda</li></ul>

## B. Appraisal/Evaluations

Possible Interests of the Complainant	Possible Interests of Management
<ul style="list-style-type: none"><li>♦ Pride/Shame/Embarrassment</li><li>♦ Loss of Award Money</li><li>♦ Future Adverse Career Impact (Promotions/RIF)</li><li>♦ Perception of Fairness/Equality</li><li>♦ Inaccurate Ratings</li><li>♦ Inaccurate Workplan</li><li>♦ Lack of Training</li><li>♦ Reputation</li><li>♦ Desire for Praise/Approval/Acknowledgment</li><li>♦ Saving Face</li><li>♦ Desire Not to Look Weak/ or Back Down</li><li>♦ Time</li><li>♦ Hidden Personal Agenda</li><li>♦ Respect</li><li>♦ Vindication</li><li>♦ Recognition for Performance of Related Duty</li><li>♦ Future Relationship</li></ul>	<ul style="list-style-type: none"><li>♦ Motivation of Employees</li><li>♦ Desire to be Fair</li><li>♦ Setting a Precedent</li><li>♦ Not Appearing Weak to Subordinates and/or Supervisor</li><li>♦ Retribution</li><li>♦ Saving Face</li><li>♦ Time</li><li>♦ Desire to Minimize Hassle</li><li>♦ Hidden Personal Agenda</li><li>♦ Desire to Comply with all Relevant Laws &amp; Regulations</li><li>♦ Desire to be a Model Employer</li><li>♦ Save the Government Money</li><li>♦ Desire to Reward Only the Most Deserving Employees</li><li>♦ Desire to Build an Adverse Action Case</li><li>♦ Future Relationship</li></ul>

### C. Promotion/Selection actions

Possible Interests of the Complainant	Possible Interests of Management
<ul style="list-style-type: none"><li>♦ Pride/Shame/Embarrassment</li><li>♦ Loss of Future Earnings</li><li>♦ Future Adverse Career Impact</li><li>♦ Perception of Fairness/Equality</li><li>♦ Loss of Potential Career Experience</li><li>♦ Loss of Potential Training</li><li>♦ Reputation</li><li>♦ Saving Face</li><li>♦ Desire Not to Look Weak/ or Back Down</li><li>♦ Time</li><li>♦ Hidden personal agenda</li><li>♦ Needs Money</li><li>♦ Self- Worth</li><li>♦ Desire to Stay Even Or Surpass Peer Group</li><li>♦ Future Relationship</li></ul>	<ul style="list-style-type: none"><li>♦ Getting the Best Person for the Job</li><li>♦ Meeting Mission Requirements</li><li>♦ Rewarding Good Performance</li><li>♦ Building Career Ladder</li><li>♦ Desire to be Fair</li><li>♦ Adequate Representation in the Workplace</li><li>♦ Personality issues</li><li>♦ Saving Face</li><li>♦ Desire Not to Look Weak/ or Back Down</li><li>♦ Setting a Precedent</li><li>♦ Time</li><li>♦ Desire to Minimize Hassle</li><li>♦ Hidden Personal Agenda</li><li>♦ Desire to Comply with all Relevant Laws &amp; Regulations</li><li>♦ Desire to be a Model Employer</li><li>♦ Future Relationship</li></ul>

## D. Harassment Complaints

Possible Interests of the Complainant	Possible Interests of Management
<ul style="list-style-type: none"><li>♦ Perception of Equality/Fairness</li><li>♦ Fear/Embarrassment</li><li>♦ Desire to Have Harassment Stop</li><li>♦ Adverse Career Impact</li><li>♦ Reputation</li><li>♦ Health Issues (Physical, Mental, Emotional)</li><li>♦ Personal Like or Dislike for Supervisor</li><li>♦ Saving Face</li><li>♦ Desire Not to Appear Weak/ or Back Down</li><li>♦ Time</li><li>♦ Hidden Personal Agenda</li><li>♦ Revenge</li><li>♦ Future Relationship</li></ul>	<ul style="list-style-type: none"><li>♦ Harassment Free Workplace</li><li>♦ Improved Morale</li><li>♦ Control Over Work Environment</li><li>♦ Reputation</li><li>♦ Adverse Career Impact</li><li>♦ Impact on the Mission</li><li>♦ Pride</li><li>♦ Setting a Precedent</li><li>♦ Saving Face</li><li>♦ Desire Not to Appear Weak/ or Back Down</li><li>♦ Time</li><li>♦ Desire to Minimize Hassle</li><li>♦ Personal Like or Dislike for Subordinate</li><li>♦ Hidden Personal Agenda</li><li>♦ Desire to Comply with all Relevant Laws &amp; Regulations</li><li>♦ Desire to be a Model Employer</li><li>♦ Future Relationship</li></ul>

## E. Performance-Based Actions

Possible Interests of the Complainant	Possible Interests of Management
<ul style="list-style-type: none"><li>♦ Perception of Equality/Fairness</li><li>♦ Pride/Shame/Embarrassment</li><li>♦ Fear of Losing Job</li><li>♦ Loss of Money (Change to Lower Grade)</li><li>♦ Future Adverse Career Impact</li><li>♦ Reputation</li><li>♦ Benefits (Health, Life, Retirement)</li><li>♦ Saving Face</li><li>♦ Desire Not to Appear Weak/ or Back Down</li><li>♦ Time</li><li>♦ Hidden Personal Agenda</li><li>♦ Future Relationship</li></ul>	<ul style="list-style-type: none"><li>♦ Need to Control Work Environment</li><li>♦ Need to Improve Performance</li><li>♦ Obligation to Ensure Employee is Meeting Job Requirements</li><li>♦ Impact on Morale</li><li>♦ Equality</li><li>♦ Reputation</li><li>♦ Desire to Minimize Disruption in the Workplace</li><li>♦ Not Appearing Weak to Subordinates and/or Supervisor</li><li>♦ Saving Face</li><li>♦ Setting a Precedent</li><li>♦ Time</li><li>♦ Desire to Minimize Hassle</li><li>♦ Hidden Personal Agenda</li><li>♦ Desire to Comply with all Relevant Laws &amp; Regulations</li><li>♦ Desire to be a model employer</li><li>♦ Future Relationship</li></ul>

## **F. Reasonable Accommodation**

<b>Possible Interests of the Complainant</b>	<b>Possible Interests of Management</b>
<ul style="list-style-type: none"><li>♦ Perception of Equality/Fairness</li><li>♦ Pride/Shame/Embarrassment</li><li>♦ Fear of Losing Job</li><li>♦ Future Adverse Career Impact</li><li>♦ Reputation</li><li>♦ Benefits (Health, Life, Retirement)</li><li>♦ Desire to Work</li><li>♦ Desire to Minimize Discomfort (Physical and/or Mental)</li><li>♦ Saving Face</li><li>♦ Hidden Personal Agenda</li><li>♦ Future Relationship</li></ul>	<ul style="list-style-type: none"><li>♦ Need to control Work Environment</li><li>♦ Obligation to Ensure Employee is Meeting Job Requirements</li><li>♦ Impact on Morale</li><li>♦ Genuine Misunderstanding</li><li>♦ Equality</li><li>♦ Reputation</li><li>♦ Desire to Minimize Disruption in the Workplace</li><li>♦ Saving Face</li><li>♦ Setting a Precedent</li><li>♦ Time</li><li>♦ Desire to Minimize Hassle</li><li>♦ Hidden Personal Agenda</li><li>♦ Desire to Comply with all</li><li>♦ Relevant Laws &amp; Regulations</li><li>♦ Desire to be a Model Employer</li><li>♦ Future Relationship</li></ul>